

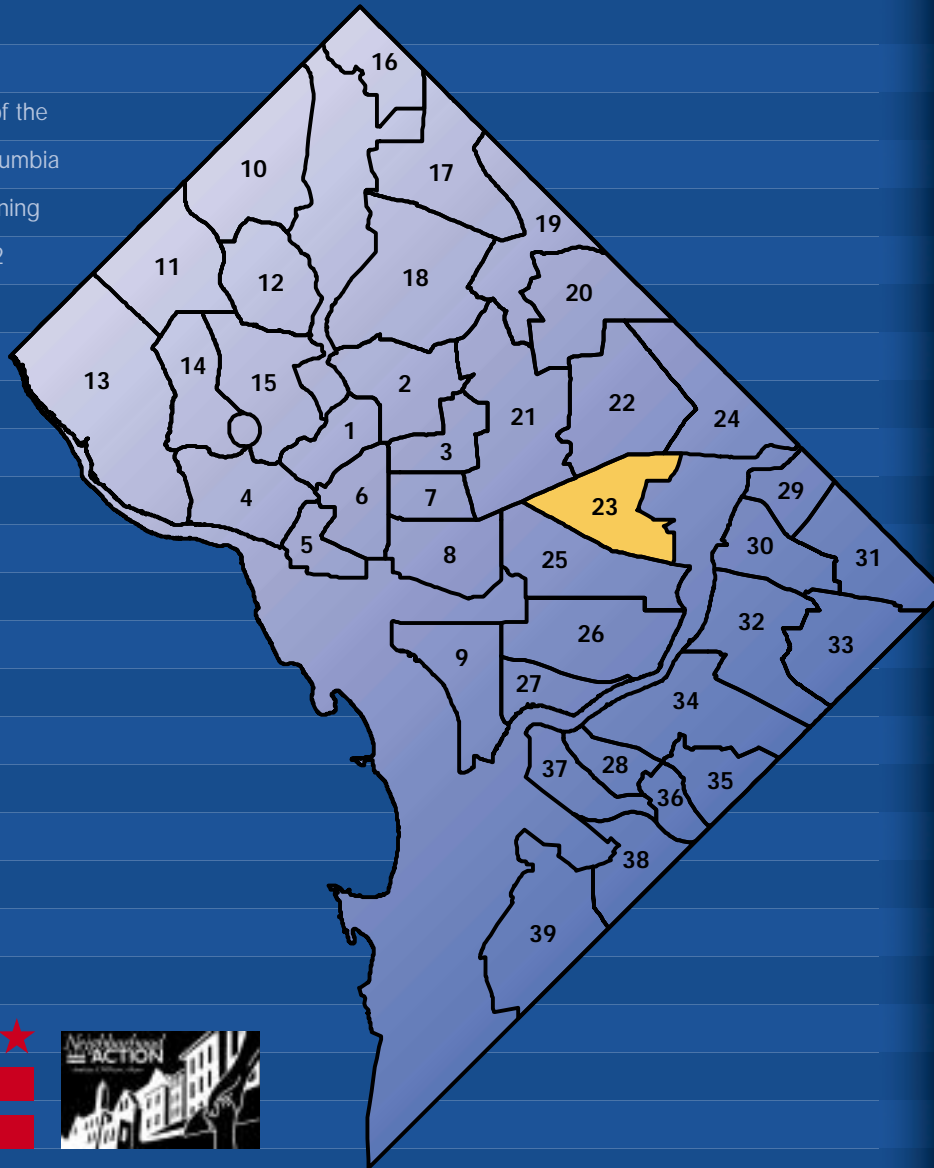
Neighborhood Cluster

23

District of Columbia Strategic Neighborhood Action Plan

Prepared by

Government of the
District of Columbia
Office of Planning
Summer 2002



Arboretum
Carver
Ivy City
Langston
Trinidad



Acknowledgments

*The following people and groups
deserve special recognition for the
time they dedicated to developing
this plan for Cluster 23:*

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Langston Dwellings Resident Council
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New Community Housing Development Organization
William C. Smith Properties
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Letter From the Mayor



Dear Resident,

I am very proud to present the Strategic Neighborhood Action Plan (SNAP) for your Neighborhood Cluster. I personally want to congratulate all the citizens, the citizen and civic associations, the faith community, the Advisory Neighborhood Commissioners, the businesses, and others that helped shape this plan.

I have personally reviewed these plans and am struck by the tremendous amount of work, thought, and commitment that went into their preparation. I value these SNAPs as a way to communicate directly with you, the residents and stakeholders of this marvelous city.

What began at the city-wide level with the first and second Citizen Summits in 1999 and 2001 has been expanded at the neighborhood level through the Neighborhood Planning, Neighborhood Service, and Neighborhood Outreach efforts—all part of the overall Neighborhood *Action* program. Through this triad, I have heard your concerns and priorities directly and have taken measures to respond.

This Strategic Neighborhood Action Plan is not just words on paper. Every agency in my administration has reviewed these plans to see how they might contribute to advancing the priorities and objectives you outlined here. As you know, this was a tough budget year. I instructed agencies to preserve their commitments to addressing your priorities, as they assessed how and where to trim their budgets. What's more, additional funding was provided to specifically accomplish a number of important neighborhood priorities articulated through the SNAPs across the city. This approach includes funding to install an additional 600 litter cans across the city; hire an additional Fire Inspector for every Ward; add another staff person under the Clean City Administrator, who will further the goal of neighborhood cleanliness; hire additional Historic Preservation staff to review projects in historic areas; and more. While not every priority was met, such changes signal tangible evidence of my belief that the business of government starts with the business of the people.

This SNAP document is a first of its kind. It is the first time a major city has coordinated a plan with every neighborhood in the city in a single year. It is the first product of many that will provide citizens with a record of how this government will directly respond to your priorities.

I am excited about this SNAP document and about what it signals for the future of our neighborhoods and our city. I look forward to working with you, my agencies, and other stakeholders to implement the many significant priorities you have identified here. Congratulations, and now the work begins.

Sincerely,

Anthony A. Williams
Mayor

Dear Resident,

Enclosed is your Neighborhood Cluster's Strategic Neighborhood Action Plan (SNAP). I want to personally thank all who contributed to developing this plan and congratulate them for their hard work. Many in your neighborhood devoted considerable time identifying strategies to improve the quality of life in your neighborhood. This effort has helped us—the District government—better partner with you to make concrete improvements in our communities.

Your SNAP is a new kind of "plan for action" because it will not simply sit on a shelf. It is a document that lists key commitments by agencies and includes a timeline for implementation. It is a document whereby the commitments will be tracked by the Mayor's Office of Neighborhood *Action* to ensure that they are followed through to completion. It is an action plan and a foundation of our city's budget.

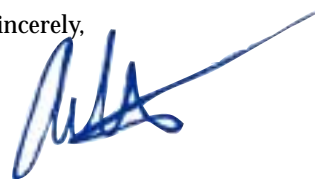
With the same level of deep commitment in developing this plan, I urge you—neighborhood groups, the faith community, businesses, nonprofits, Advisory Neighborhood Commissioners, and others—to help implement the remaining actions. While I know many of you have been active in your neighborhoods for years, implementing specific actions in this plan will help unite government and citizen efforts through its goal of addressing specific priorities identified by your neighbors.

Our work with you in your neighborhoods has just begun! Your Neighborhood Planner, Deborah Crain, who helped develop this SNAP, will continue to work with you to develop a Strategic Development Plan for the Ivy City community; to assist the Department of Parks and Recreation in identifying additional community partners to increase additional recreation opportunities; and to assist in implementing Home Again, the city's initiative to reduce

the number of vacant and abandoned properties in this community. She will also continue to provide technical assistance as needed in Cluster 23 among other work.

I look forward to our continued work with you in your Neighborhood Cluster. Thank you and congratulations once again for all your hard work and dedication in developing this SNAP.

Sincerely,



Andrew A. Altman
Director, Office of Planning

Letter From the Director



Neighborhood Action

Three years ago, Mayor Williams's administration developed a new framework for how the District government would work together with citizens and other partners to make good decisions and to improve our city. This framework was the start of *Neighborhood Action*. The mission of *Neighborhood Action* is to empower citizens to improve their communities by mobilizing and coordinating the resources of government, businesses, nonprofits, the faith community, neighborhood leaders, and the citizens themselves. *Neighborhood Action* has held four Citizen Summits: one in November 1999, a follow-up in January 2000, one in October 2001, and another in December 2001. There were also two Youth Summits to hear from our younger residents. At those public forums, citizens shared their priorities for the city, which helped redefine our District government's priorities at the city-wide level.

It was also realized, however, that there was much work to be done at the neighborhood level. As part of

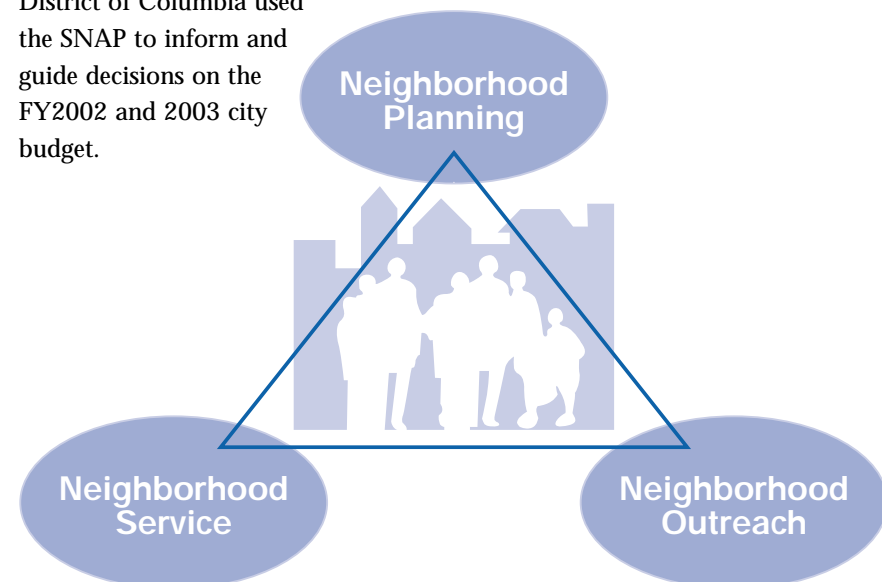
Neighborhood Action, the Neighborhood *Action Triangle* was created—three neighborhood initiatives aimed to identify and then solve neighborhood-specific issues. They are the Neighborhood Service Initiative, the Neighborhood Outreach Program, and the Neighborhood Planning Initiative. *Neighborhood Service* addresses recurring service delivery problems that require the coordinated involvement of more than one agency. *Neighborhood Outreach* holds public meetings, town halls, “coffee with the Mayor,” and other meetings to ensure that this administration stays connected to neighborhood issues. *Neighborhood Planning* has been working with citizens to identify top priority issues and to develop Strategic Neighborhood Action Plans (SNAPs) for each of the 39 Neighborhood Clusters in the city.

Strategic Neighborhood Action Plan

This document is the SNAP for your Neighborhood Cluster. Citizens, citizen groups, businesses, the faith community, Advisory Neighborhood Commissioners, and others helped

develop this plan with the Neighborhood Planning Initiative located in the DC Office of Planning (OP).

The SNAP is part of *Neighborhood Action*, which is Mayor Williams's initiative to reengage citizens in the governance of their city and to establish a vision, priorities, and action for your Neighborhood Cluster. For the first time in the District, the SNAP provides residents a process to articulate and begin addressing many of the neighborhoods' most pressing challenges. The government of the District of Columbia used the SNAP to inform and guide decisions on the FY2002 and 2003 city budget.



Introduction

1

Unlike the long-range goals of the Comprehensive Plan, the SNAP identifies near-term goals (i.e., goals for a 2-year period). Through a series of community workshops and task force meetings, community stakeholders identified the priority areas of the Cluster 23 SNAP: recreation, crime, and cleanliness. Those three priorities and the actions recommended to address them reinforce several community concerns identified in the Ward 5 plan. Progress on each action committed to by a District agency will be tracked through annual status reports by the Office of Neighborhood Action.

Although the SNAP is an independent planning document not tied to the Comprehensive Plan, it could inform residents about how the Comprehensive Plan is updated in the future. Currently, the Mayor and Council are appointing a Comprehensive Planning Task Force representing a broad cross-section of stakeholders to work with the Office of Planning as it undertakes a review of the current plan and planning process.

The Comprehensive Plan

Throughout the SNAP process, residents asked, “How do Strategic Neighborhood Action Plans relate to the Comprehensive Plan?” While both documents outline a vision for neighborhoods and include concrete and identifiable goals for your community, there are differences in how they are used by District agencies and what the immediacy is of their effect on your neighborhood.

The *Comprehensive Plan for the National Capital* is a long-range (20 years) general policy document that provides overall guidance for the future planning and development of Washington, DC. District agencies use this document as a guide to ensure that their actions reinforce the long-term goals of the city. The Comprehensive Plan was first proposed by the Mayor and adopted by the Council in 1984 and 1985, respectively. Amendments to the plan are proposed by the Mayor and approved by the Council every 4 years. The plan has been amended in 1989, 1994,

and 1998. The plan includes both local and Federal elements and is the only planning document mandated by the Home Rule Act. There are 10 local elements, which together are usually referred to as the “District of Columbia Comprehensive Plan”: General Provisions, Economic Development, Housing, Environmental Protection, Transportation, Public Facilities, Urban Design, Downtown Plan, Human Services, and Land Use.

The Ward 5 plan is one part of the goals for the Comprehensive Plan. It establishes a vision for Ward 5 over 5 years (1999–2004) and highlights eight areas of focus. For Arboretum, Carver, Ivy City, Langston, and Trinidad, it identifies the following as specific community concerns: the lack of mixed commercial and retail development, the need for new and rehabilitated housing, and the need for increased public services.

A Message From Your Neighborhood Planner

As your Neighborhood Planner, my job has been to guide residents and stakeholders of Cluster 23 through the neighborhood planning process. The goal of this process was to facilitate a citizen-driven effort to identify neighborhood priorities to help guide District agencies, nonprofits, and others to improve the quality of life in your neighborhood. Together, we have produced the first Strategic Neighborhood Action Plan (SNAP) for Cluster 23. This effort has truly been a monumental achievement!

At times, the task has not been easy. I know that, historically, areas in this Cluster have not received the level of attention residents felt they deserved. There were those of you who did not want to attend another meeting—but came anyway. There were those of you who did not believe that this process would bring about real change—but came anyway. There are those of you who have worked to create a better neighborhood without government

assistance and did not believe that the time had come when your government would assist you as a willing partner. Although we have a long way to go, we have heard you. This document is proof that your government is changing to better serve you, as well as providing a tool for you to hold us accountable.

Many of you, both long-time and new residents, have taken the initiative to create change, not waiting for government to try to fix a problem. This proactive approach has been the case in the SNAP process. You have not waited for this document to be published before taking on tough issues. For example, the top priorities for Cluster 23 are recreation, crime, and cleanliness. Groups of committed residents in Carver, Langston, and Trinidad have taken on the task of providing additional recreation activities for their youths. On other fronts, new tenant and resident housing organizations have formed to address the issue of substandard, vacant, and abandoned housing in Cluster 23.

I would like to recognize the tremendous commitment and dedication of those who participated in this planning process. They were active throughout the effort—reviewing and fine-tuning many elements of the draft SNAP. I look forward to continuing to work with you and your community to implement the actions outlined in this plan and to achieve the vision for livable, equitable, and vibrant neighborhoods throughout the District of Columbia.

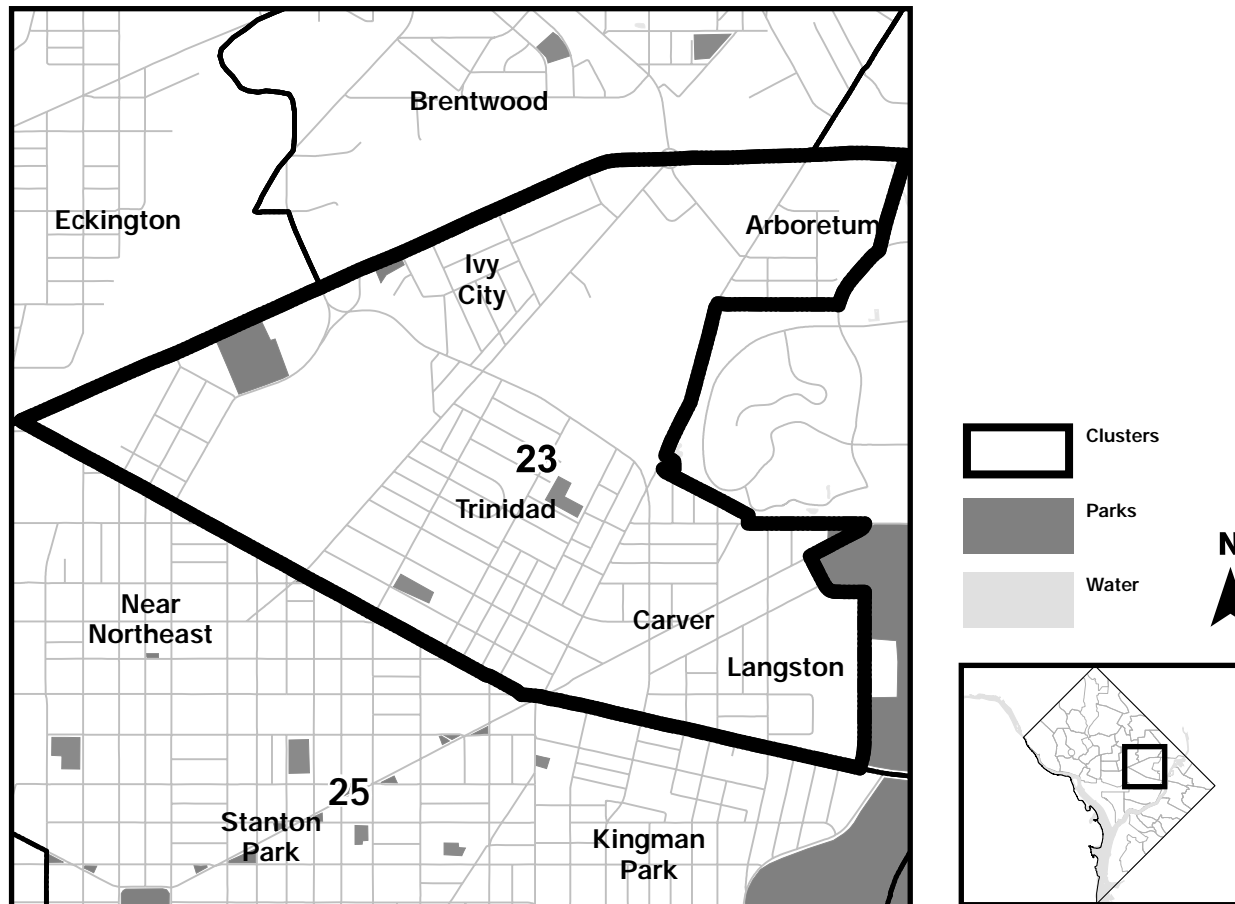
To better understand what makes your Neighborhood Cluster special, please read the following sections, which describe both the positive and negative conditions found in your communities, including physical characteristics, demographics, and recent activity in your neighborhood.

Deborah Crain
Neighborhood Planner, Cluster 23

State of the Cluster

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Cluster 23: Arboretum, Carver, Langston, Ivy City, Trinidad



Cluster 23 Neighborhoods

This document is the first SNAP developed for Neighborhood Cluster 23. Your Neighborhood Cluster is shown on the map and includes the following neighborhoods:

- Arboretum
- Carver
- Ivy City
- Langston
- Trinidad

These five neighborhoods developed this SNAP with the help of your Neighborhood Planner, Deborah Crain.

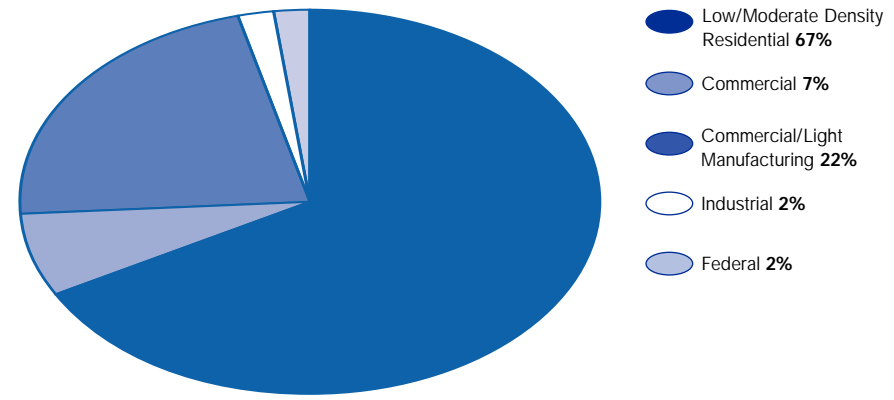
Physical Characteristics and Assets

Housing stock in Cluster 23 varies from early 1900 row houses, to brick-and-frame single-family homes, to semidetached homes and multi-family apartment dwellings. The adjacent chart shows that residential dwellings make up 67% of the land use in this community. Approximately 29% of the Cluster is zoned for commercial and light manufacturing. Specific commercial areas in this Cluster include Hechinger Mall, the Bladensburg Road commercial corridor, and a smaller commercial area along Florida Avenue. A breakout of the types and corresponding percentages of land uses for this Cluster is shown on the adjacent pie chart.

Key assets and features of Cluster 23 include the following:

- *The historic Langston Golf Course is one of three inner-city public golf facilities in Washington, DC. The course, built on an old landfill, was opened in 1939 as a segregated golf facility for African Americans. It is listed in the National Register of Historic Places for its social and historical significance.*
- *The National Arboretum has as its mission to conduct research; provide education; and conserve and display trees, shrubs, flowers, and other plants to enhance the environment.*

Land Uses in Cluster 23



Source: Zoning Data contained in the Central DC GIS Database maintained by DC Office of the Chief Technology Officer, as of April 2002

National Arboretum



National Wholesale Liquidators



District of Columbia Developing Families Center



- *Langston Dwellings, designed by Hilyard R. Robinson, an African-American architect, is one of the first federally financed public housing complexes in Washington, DC.*
- *Hechinger Mall, the major retail center for Cluster 23, includes vendors such as National Wholesaler Liquidators, Safeway, Ashley Stewart, Models, Blockbuster Video, the U.S. Post Office, and Subway.*
- *The DC Developing Families Center offers comprehensive community-based healthcare for expectant and new mothers. Nurse midwives, licensed social workers, and case managers staff the center. A highlight of the facility is the birthing center, which offers a home-like setting as a childbirth alternative to a traditional hospital environment.*
- *Gallaudet University, the world's only university where all programs and services are specifically designed to accommodate students who are deaf or hard of hearing, was founded in 1864 by an Act of Congress, and its charter was signed by President Abraham Lincoln.*
- *The Gallaudet University Kellogg Conference Center (GUKCC), a state-of-the-art, 150,000-square-foot conference and training facility, opened its doors on campus in 1995. The center is a model of accessibility and was specifically designed to create an environment for excellence in communication and education.*
- *The Florida Avenue Market, long considered a diamond in the rough, not only provides food and other products to commercial businesses throughout the District, but also supplies local residents with an alternative shopping venue.*

Demographics

Cluster 23 has approximately 14,000 residents, representing about 2.4% of the District's population. African Americans make up the majority of residents in Cluster 23, constituting 92% of its population. The Cluster's median household income (\$26,104) is significantly lower than the city-wide median (\$43,001). In Cluster 23, 28% of the households are owner occupied. That percentage is well below the District's average of 41%. The adjacent chart provides some basic information on your neighborhood such as age, race and ethnicity, and family income for 2000. It also shows data from 1990, which allows you to see how your Cluster has changed. To learn more about other demographics, you may obtain a copy of your Cluster 23 Databook by contacting the DC Office of Planning at 202-442-7600.

	Cluster 23: 1990	Cluster 23: 2000	City-wide: 2000
Population	17,270	13,999	572,059
Age			
Under 18 Years	26%	26%	20%
Between 18 and 65 Years	60%	61%	68%
Over 65 Years	14%	13%	12%
Race and Ethnicity			
African American	96%	92%	60%
White	3%	5%	31%
Hispanic ¹	1%	2%	8%
Income			
Median Household Income ²	\$19,350	\$26,104 ³	\$43,001
Education			
High School Graduates	52%	Data not yet available	78%
College Graduates	5%	Data not yet available	39%
Housing			
Occupied Housing Units	7,021 units	5,575 units	248,338 units
Percentage of Housing Units Owner Occupied	23%	28%	41%

Source: U.S. Census Bureau, 1990 and 2000 data.

1. People of Hispanic origin may be of any race.

2. Median income is the income level at which half of the households earn more and half earn less. It is literally the income that is in the middle.

3. Claritas, Inc., 1998 data.

Recent Neighborhood Activity

Over the past few years, major activities in this Cluster have included public projects such as roads and streetscapes. Highlights of those projects, as well as future investments, are listed below:

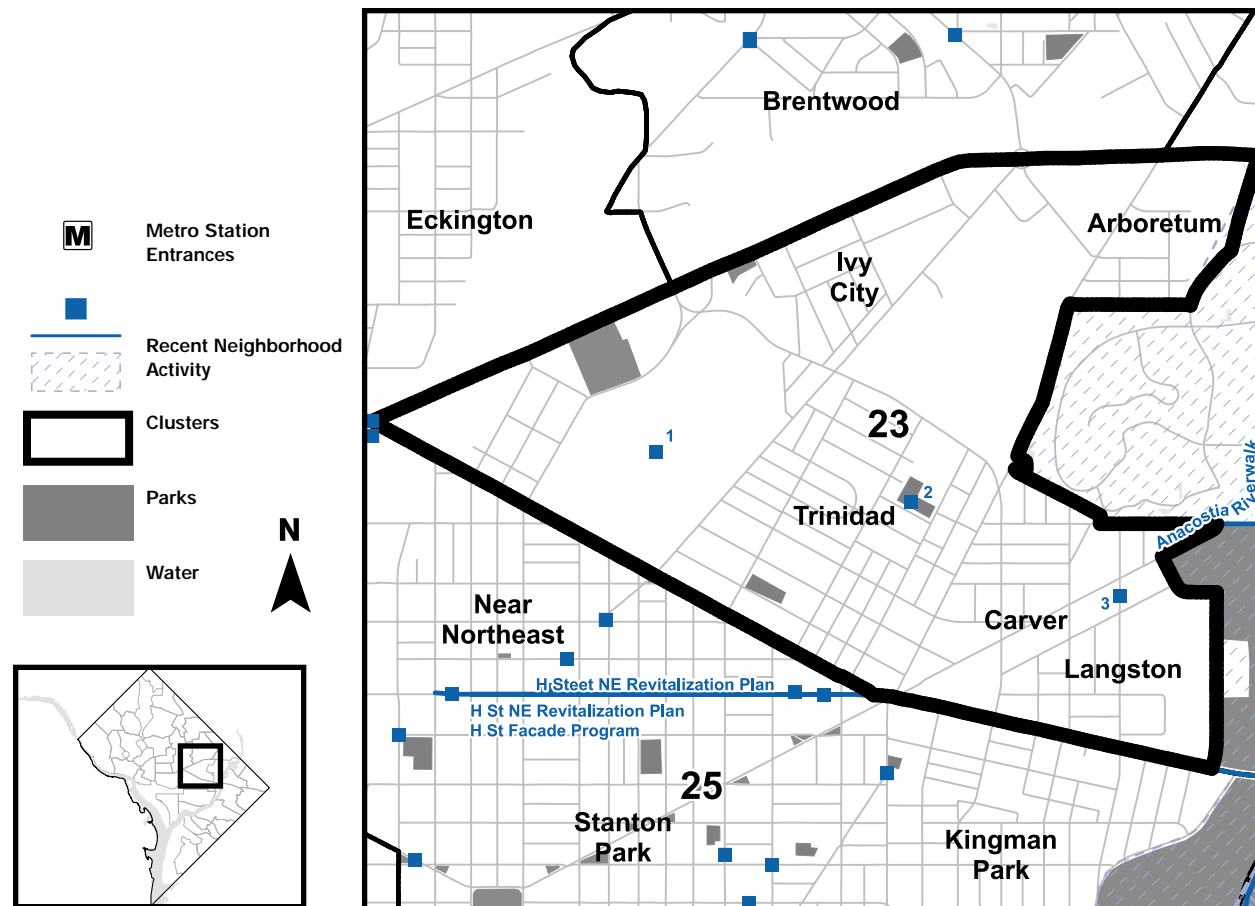
- *Major improvements, including an enhanced streetscape, have been made to the West Virginia Avenue Department of Motor Vehicles and Department of Public Works facilities.*
- *Renovations of the New Carver Terrace Community are under way, including more spacious and modernized apartment units, more green space, and improved lighting. The completion of this project is scheduled for January 2003.*
- *The Ivy City/Trinidad neighborhood is one of seven communities being targeted under the District's Home Again initiative. Beginning in 2002, the city will acquire vacant and abandoned properties in those communities and will sell them to housing developers, who will rehabilitate the properties and return them to the market for sale as affordable and market-rate dwellings.*
- *For FY2002, \$3.8 million has been earmarked for the new construction of the Trinidad Recreation Center and pool.*
- *Comprehensive modernization and renovation of the following schools have been planned: Phelps Career Senior High School and Shaed, Wheatley, and Webb Elementary Schools. This work will take place during FY2003 and FY2004.*

The Recent Neighborhood Activity map on the following page depicts the key activities in your Cluster.

New Carver Terrace Community Development Revitalization Project



Recent Neighborhood Activity in Cluster 23



1. Gallaudet University Expansion
2. Trinidad Recreation Center
3. New Carver Terrace Apartments

Citizen-Driven Process

The commitment of Neighborhood *Action* is to engage citizens in the governance of their city and to align government priorities with citizens' priorities. Following the tradition of the Citizen Summit, the Neighborhood Planning Initiative has citizen engagement at the core of its mission. As such, the process for developing your SNAP was built around a four-phase, citizen-driven process: (1) Start Up, (2) Visioning and Identifying Essential Ingredients, (3) Action Planning, and (4) Validation.

The hard work began in phase two, when a Visioning and Identifying Essential Ingredients Workshop was held in each Neighborhood Cluster between January and June 2001. At this workshop, citizens were asked to create a list of essential ingredients for their Cluster. Essential ingredients are characteristics vital to making a neighborhood a place where people and families can live and thrive.

Your Cluster identified and ranked 12 essential ingredients as vital for a livable community:

1. Recreation
2. Crime
3. Cleanliness
4. Schools
5. Resolution of Neighborhood Conflicts
6. Abandoned Areas
7. Employment
8. Economic Development
9. Housing
10. Safety and Transportation
11. Coordinating Finance and Resources
12. Better Working Government

Cluster Priorities

Participants were then asked to identify three to four priority essential ingredients that would be the focus of additional action planning. For FY2002 and FY2003, they agreed on the following priorities:

- Recreation
- Crime
- Cleanliness

Next, residents were invited to participate in a series of Action Planning meetings to identify specific actions for addressing their priorities. During this extensive exercise, participants were challenged to think strategically about the necessary steps and the specific locations to begin addressing the priorities. With the detailed priorities, objectives, actions, and locations, the SNAP served as a tool for District agencies in preparing their FY2003 budgets.

Developing Your SNAP

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How We Involved You

Phase I: Start Up

- Conducted informal consultations with neighborhood leaders to discuss the concept of the SNAP and develop key contacts. Those consultations were held from March 2001 to June 2001.
- Recruited and formed a Cluster Steering Committee to plan and promote the Neighborhood Cluster Visioning Workshop. A Cluster Steering Committee Meeting was held on April 21, 2001, and was followed by ongoing consultation in preparation for the workshop.

Phase II: Visioning and Identifying Essential Ingredients

- Convened a combined Visioning Workshop for Cluster 23 on April 23, 2001, at Webb Elementary School to identify the essential ingredients for a healthy neighborhood and to establish priorities.

Phase III: Action Planning

- Held three Action Planning Meetings, using the top three essential ingredients, to develop preliminary action plans.

Phase IV: Validation

- Convened a Ward 5 Validation Meeting on July 31, 2001, to review and to validate the draft plan.

Community Outreach

- Announced the Steering Committee Meetings, the Neighborhood Cluster Workshop, the Action Planning Work Sessions, and other meetings using a variety of outreach methods. Flyers were posted in key neighborhood locations. Workshop schedules were announced at Advisory Neighborhood Commission (ANC) and at citizen and civic association meetings and are sent through e-mail. Notices were also sent to Advisory Neighborhood Commissioners and to Council Member Orange's office.
- More than 100 citizens participated in the planning process.

District agencies then reviewed the neighborhood priorities as they reviewed their FY2002 budget and developed their proposed FY2003 budget. Beginning in October 2001, more than 40 agencies reviewed recommended actions and developed responses to address neighborhood priorities. Although resources are limited, agencies used neighborhood priorities as one of the inputs to help define what they should do next year, how they should be doing it, and where they should begin.

Further, when District agencies were asked to reduce their FY2003 budgets because of funding shortfalls, the Mayor and his administration emphasized that existing commitments to SNAP priorities remain untouched. Last, in a review of your SNAP and others across the city, additional funding was provided to certain agencies that needed more assistance to address neighborhood

priorities. For example, more funding was dedicated to city-wide issues such as the following:

- *Install an additional 600 litter cans across the city.*
- *Hire an additional Fire Inspector for every Ward.*
- *Hire an additional staff person who will be under the Clean City Administrator and who will further the goal of neighborhood cleanliness.*
- *Hire additional Historic Preservation staff members to review projects in historic areas, and more.*

These and other items were included in Mayor Williams' draft FY2003 budget that was submitted to the Council of the District of Columbia to consider as it reviewed and revised the budget. Now that the Council has approved the final FY2003 budget, the commitments to your neighborhoods are firm.

Agency Commitment Highlights

In Cluster 23, some of the key actions that concerned citizens most received the following agency commitments:

Increase Access to Recreation

- *The Department of Parks and Recreation (DPR) will collaborate with District of Columbia Public Schools (DCPS) through the Transforming Schools Initiative (T-9) to provide “wrap-around” services at Phelps and Spingarn High Schools.*
- *DPR is implementing a new city-wide initiative that will improve or replace all site amenities (benches, litter cans, etc.). A landscape architect and quality assurance personnel are being hired to address these issues.*
- *DPR is currently conducting an inventory of facilities. Development of a master plan, which will include an assessment of programs and parks, is in process. New projects will be considered as this plan takes shape.*
- *DPR will be renovating the Trinidad Recreation Center. This work will include improvements to the facility, grounds, and lighting.*
- *DPR is working hard to increase the number of staff members, number of programs, and amount of maintenance at recreation centers. This year, \$4 million was allocated for 30 new programs and 30 new maintenance staff members.*
- *DPR’s Urban Park Rangers are working with the Metropolitan Police Department (MPD) to improve public safety at parks and recreation centers.*

Increase the Level of Public Safety in Neighborhood

- *Police presence will be increased. Changes that will deter illegal activity include increases in the number of Police Service Area (PSA) Officers, foot patrols, bicycles, and motor scooters.*
- *Targeting will be done by the Narcotics Strike Force and District Focused Mission Team Units to reduce and eliminate open-air markets and prostitution.*
- *To boost staffing levels, the Chief of MPD is committed to doubling the number of Volunteer Reserve personnel. As the recruits are hired and sent to districts, the number of officers assigned to each PSA will increase.*
- *MPD will begin improving the community policing and crime prevention skills of officers within the next 6 months.*

Improve the Cleanliness of Neighborhoods

- *The Vacant and Abandoned Property Initiative will allocate \$10 million to promote the development of some 4,000 vacant and abandoned residential properties and their conversion into new market-rate and affordable homes. The program will begin with District-owned properties. The initiative will begin work in five initial neighborhoods: Columbia Heights, Ivy City/Trinidad, Near Northeast, Rosedale, and Shaw/LeDroit Park.).*
- *The Department of Consumer and Regulatory Affairs (DCRA) is working with the Office of the City Administrator (OCA) and other agencies to improve the code enforcement process. DCRA will identify any pending violations and prioritize adjudication.*
- *Tools and trash bags for cleanups are available through the Department of Public Works (DPW) Helping Hand program. The Office of the Clean City Coordinator (OCCC) will support this initiative through the neighborhood engagement component of the Adopt-a-Block program.*
- *An additional Solid Waste Education and Enforcement Program (SWEEP) Inspector will be added to Ward 5.*
- *DPW has opened an additional impound lot, and new tow cranes have been ordered, which will be deployed in FY2002. Inspectors will continue to tag abandoned vehicles for towing.*
- *Abandoned and junk vehicles will be removed in a more timely manner after DPW's new impound lot opens. DPW's abandoned auto investigations have been centralized, which has improved DPW's capacity to regulate abandoned and junk vehicles.*
- *MPD will step up enforcement against the posting of illegal bills and posters.*

Chapter 4, the Action Plan, describes in detail how District and non-District agencies are responding to citizens' priorities in FY2002, FY2003, and beyond.

Understanding the Plan

The Cluster 23 Action Plan is where citizen-driven priorities are described in detail. The priorities specific to Cluster 23 include the following:

- Recreation
- Crime
- Cleanliness

This section describes both District commitments and key community-led actions. The data are organized by the priorities described above. Each priority is further described by objectives, which articulate specific problems or needs that must be addressed in order to accomplish the priority. For example, if a Cluster's priority is Public Safety, objectives may be to "develop strategies to reduce drug activity" and to "improve relations between police and area residents." Each objective then has a specific Action Plan that includes Proposed Action, Responsible Agencies, Budget Commitment, and Time Frame for Implementation.

As you read through the Action Plan, you will notice that many of the recommended actions list commitments from multiple agencies. It is often the case in government that several agencies with specific expertise are required to work together to fully address any one issue. In those cases, the first agency listed is the lead agency, or agency that has primary responsibility for implementing or coordinating implementation. The additional agencies listed will play a supporting role to the lead agency. An agency commitment may range from providing background information or performing technical analysis on a specific project, to funding and managing a series of activities on a city-wide initiative.

The Action Plan also acknowledges the fact that government cannot address those priority issues alone. In many instances, the agencies will need the help of the business and institutional community, nonprofits, civic and citizen organizations, and

individual citizens to create sustainable community improvement. During the SNAP process, many of the priorities identified by your neighborhood included actions that require community or private-sector leadership and participation or both. The following Action Plan includes those community-led actions, and it begins the process of engaging residents and other organized groups to work together with government to address local issues.

The following pages provide the detailed District Agency commitments and timelines to begin addressing some of your top Cluster priorities.

Because partner names are abbreviated in this Action Plan, please refer to Appendix B for a list with the complete name of each partner.

The Action Plan

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Agency Responses to Citizen Priorities

PRIORITY 1:

Recreation

Recreation issues surfaced as the top priority for Cluster 23. Citizens identified the need for improvements to facilities, grounds, and programs, as well as for increased staffing levels. In particular, citizens highlighted the need for recreation centers for the Carter Terrace, Ivy City, and Langston Dwellings areas. They also recommended major improvements to the existing recreation center in Trinidad. Workshop participants indicated that they would like to see the riverfront made more accessible to residents.

OBJECTIVE 1:

Increase community access to recreation by improving facilities, enhancing program offerings, and developing diverse partnerships that supplement available resources.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
330	Provide wrap-around services to young people by colocating services and providing extended hours and programming in schools and recreation centers.	Spingarn Campus	DPR	8219	The Department of Parks and Recreation (DPR) will collaborate with the DC Public Schools (DCPS) through the Transforming Schools initiative (T-9) to provide wrap-around services (i.e., literacy tutoring, before- and after-school care, access to health information, etc.) at Phelps and Spingarn High Schools.	Ongoing
2394	Evaluate existing recreation centers, and determine what kinds of improvements are necessary to create a better facility for community use. Such improvements could include planting additional trees and greenery; expanding facilities to include a pool; improving lighting both inside and outside; and hiring additional staff members to oversee the centers, cultural activities, and after-school programs.	Trinidad Recreation Center and Joseph H. Cole Recreation Center	DPR	9262	DPR has prepared a request for proposals (RFP) for FY2002 (for \$400,000) to do a complete assessment of all properties. It is not through the Office of the Chief Technology Officer (OCTO). This information will be incorporated into DPR's master plan (which is to be completed in Q2 of FY2003). In the meantime, over the next year, DPR will be implementing a major effort to improve lighting, landscaping, and programming (with a new emphasis on cultural arts). DPR has hired 35 new recreational specialists to help staff recreation centers. These changes and improvements are an ongoing process.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 1: **Recreation**

OBJECTIVE 1: Increase community access to recreation by improving facilities, enhancing program offerings, and developing diverse partnerships that supplement available resources.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
2395	Develop a plan to make improvements at the Joseph H. Cole Recreation Center, including expanding the library, improving the lighting, creating additional meeting space, and developing and implementing additional programs for children after school.	Joseph H. Cole Recreation Center	DPR	9263	Capital improvement funds have been set aside in the FY2002 budget to make necessary improvements at the Joseph H. Cole Recreation Center.	FY2003
2396	Coordinate with the Anacostia Waterfront Initiative and community stakeholders to further develop and implement a strategy for making the waterfront more accessible to residents. Use this effort as an opportunity for recreation and economic growth.	Carver Terrace and Langston	OP	9264	OP is committed to ensuring that the Anacostia Waterfront Initiative makes every effort to open up the waterfront to the public. For more information on upcoming community meetings, contact Uwe Brandes at 202-442-8965.	On-going
329	Coordinate efforts with local schools and universities (Gallaudet, Schools on the Hill, and Webb Elementary School) to supplement the need for additional space for recreation activities, as well as for assistance with staffing needs.	Ivy City, Trinidad, Carver, and Langston	Civic Association	8217	Success of this action will depend on community leadership and the actions of individuals. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
			MPD	9792	Youth and Family Services Officers will assist with coordinating this action, along with the Metropolitan Police Boys and Girls Clubs and Youth Violence Prevention Officers.	FY2003
			DCPS	8218	DCPS delivers out-of-school-time programs at all of the elementary and junior high schools in Ward 5.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 2:

Crime

Crime was voted the second priority for Cluster 23. Residents expressed that increased staffing for all 5th District PSAs is crucial for reducing crime. Residents would like to have hourly foot patrols in high crime areas, improved communications between residents and police, and a shorter response time on calls for service.

OBJECTIVE 1:

Better coordinate existing law enforcement resources.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
2397	Ensure that a representative from Office of the Deputy Mayor for Public Safety and Justice (DMPSJ) is actively involved with the Inter-agency Planning Council (IPC) to strengthen the effectiveness of law enforcement and community policing strategies in designated Weed and Seed neighborhoods. The law enforcement efforts are currently lacking.	Trinidad, Ivy City, Carver, and Langston	DMPSJ	9265	Representatives from the Office of the DMPSJ have already started attending these meetings.	FY2002
2398	The Weed and Seed program Manager should participate in the core team activities as requested.	Carver, Ivy City, Langston, and Trinidad	DMPSJ	9266	Staff members of the Office of the DMPSJ and the Neighborhood Service Initiative (NSI) are working with the U.S. Department of Justice, which funds the Weed and Seed program, to try to resolve this issue. Staff members are working to have a designated NSI representative specifically for Weed and Seed sites, thus ensuring that the work of the NSI core teams is closely tied to the work done through the Weed and Seed program at all of the sites.	FY2002
2400	Increase the frequency of foot patrols and cruisers in areas with a presence of drug activity and prostitution.	Carver, Ivy City, Langston, and Trinidad	MPD	10096	PSA Officers are assigned to high crime areas during the 3:00 to 11:00 p.m. tour of duty for increased visibility. Overtime has been provided for the additional officers.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 2:

Crime

OBJECTIVE 1:

Better coordinate existing law enforcement resources.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
2401	Work with the U.S. Attorney's Office (USAO); Office of Corporation Counsel (OCC); Federal Bureau of Investigation (FBI); Bureau of Alcohol, Tobacco, and Firearms (ATF); and other agencies to form a coordinated effort to stem drug activity in targeted areas.	Carver, Ivy City, Langston, and Trinidad	MPD	10095	As a capital community, this area is targeted to receive significant public resources to address open-air drug markets.	Out Years
			OCC	9271	OCC will provide enforcement assistance within its jurisdiction. OCC will provide legal service support within the client agency's time frame.	FY2002
2402	Identify specific locations for the use of surveillance cameras, and implement a tip hotline to reduce and prevent drug activity.	Carver, Ivy City, Langston, and Trinidad	MPD	9214	PSA teams are prepared to work in partnership with the community to procure funding for surveillance cameras. In the interim, the Focused Mission Team can respond to tips made by community members by calling 911 or the District station to report drug activity.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2: **Crime**OBJECTIVE 2: **Improve MPD communications with the community.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
2403	Make a renewed commitment, and continue to engage residents in community-oriented policing through Partnership for Problem Solving.	Carver Terrace	MPD	9215	District 5 will more widely publicize PSA meetings and do additional outreach. PSA team members will regularly share information about upcoming PSA meetings when they are out in the community. The Policing for Prevention group will provide technical assistance to working groups of residents and Police Officers in the PSAs where residents are interested in setting up citizen patrols. Development of training on outreach will begin in Q3 of FY2002, and actual training of groups will begin in Q4 of FY2002.	FY2002
2404	Work with District 5 Commander to identify ways to shorten police response time.	Cluster-wide	MPD	9273	In 2001, MPD established a 311 phone line for nonemergencies. When citizens call 311, officers can respond more quickly to 911 calls for true emergencies. In addition, the MPD has conducted a workload analysis to determine the proper deployment of police resources city-wide in order to achieve a faster response time to calls for service and a better distribution of time available for problem solving. Personnel deployment decisions will be made in FY2002; however, some increases will not occur until additional sworn members are hired. To boost staffing levels, the Chief of MPD has also committed to doubling the number of Volunteer Reserve personnel, who are uniformed; equipped with the ASP and OC spray; and authorized to make arrests, write tickets, and direct traffic.	FY2002
2405	Provide MPD personnel with additional, ongoing in-service training that addresses community relations and community-oriented policing. PSA Officers should be trained for and located in a specific PSA with a minimum tour of duty. This change will allow the community to get to know the PSA Officers and to feel comfortable enough to share information with them.	Carver Terrace and Trinidad	MPD	9274	MPD will begin improving community policing and crime prevention skills of officers within the next 6 months. This effort will be completed by the end of FY2002.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2: **Crime**OBJECTIVE 2: **Improve MPD communications with the community.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
332	Abate violent activity in Trinidad	Trinidad Avenue, Montello Street, and Simms Street	MPD	8221	This area has been designated as a capital community with an Outreach Coordinator assigned to District 5. It is also a Weed and Seed site and is the implementation site for a clergy, police, and community partnership. Many resources have been allocated for this area. Strategic crime plans have been developed to include foot beats, bicycle units, and motor scooters. Finally, partnerships with FBI-Safe Streets will be implemented to begin comprehensive crime program. All these activities began in Q1 2002.	FY2002
333	Abate narcotic and prostitution activity on West Virginia and New York Avenues.	West Virginia and New York Avenues	MPD	8222	MPD will increase presence of PSA Officers, including those on foot, bicycle, and motor scooter, to deter activity. Targeting will be conducted by Narcotics Strike Force and District Focused Mission Team Units to address and reduce open-air markets and prostitution.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 3:

Cleanliness

Cleanliness was the third priority for Cluster 23. Some residents shared that their community is being targeted for illegal dumping of construction trash and other debris. Residents recommended better enforcement of litter laws, with increased fines for violations. Citizens also recommended a public campaign to promote neighborhood cleanliness, including organizing regular neighborhood cleanups. Regular delivery of scheduled services, such as tree trimming, trash pickup, sewer maintenance, and street sweeping, were also suggested.

OBJECTIVE 1:

Provide a cleaner, safer neighborhood through enforcement.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
334	Work with government agencies to maintain scheduled services, and increase those services when needed. The services include sewer and street cleaning, tree trimming and spraying, dead tree removal, and residential trash and bulk trash pickup. Schedules should be publicized.	Ivy City at Mount Olivet Road, West Virginia Avenue, and Levys Street, as well as M Street and the alleyway behind I Street	DPW	8224	DPW should add DDOT and OCCC as supporting agencies. DPW will review and make any necessary scheduling adjustments to this service. Schedules are posted on the web at < http://dpw.dc.gov >.	On-going
			DDOT	9423	DDOT service providers will more broadly publicize scheduled services. Information will be provided to the Council Member's office and the ANCs.	FY2002
			OCCC	9711	OCCC is working with a multiagency task force to develop and introduce legislation to increase fines for quality-of-life infractions and to improve laws and enforcement for illegal posters, littering, and so forth.	FY2002
			DCRA	8223	DCRA will conduct monthly surveys of this area.	Ongoing
2406	Work with residents, property owners, and local businesses to enforce litter laws.	Trinidad at Bladensburg Road, Montello Street, and Mount Olivet Road	DCRA	9275	DCRA will conduct a comprehensive survey of the locations and will issue violation notices and fines as necessary.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 3: **Cleanliness**OBJECTIVE 1: **Provide a cleaner, safer neighborhood through enforcement.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
2407	Strengthen the existing clean-and-lien laws, and provide resources to make them more effective.	Trinidad Street and Mount Olivet Road (People's Involvement Corporation property), as well as M and H Streets NE	Civic associations	9276	Success of this action will depend on community leadership and the actions of individuals. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
2408	Enforce zoning laws where applicable.	Cluster-wide	DCRA	9277	DCRA will conduct a survey of the Cluster to ensure compliance with Zoning Regulations.	FY2002
335	Improve and enforce the laws as they apply to abandoned cars in public and private space.	Ivy City at Capitol Place, Gallaudet Street, Okie Street, Kendall Street, Central Avenue, 26th Street, I Street, M Street, and Maryland Avenue (The major contributor to the abandoned car issue is the Capitol Auto Auction.)	DPW	8189	DPW has opened an additional impound lot, and new tow cranes have been ordered, which will be deployed in FY2002. Inspectors will continue to tag abandoned vehicles for towing.	FY2002
			DCRA	8225	DCRA will assist DPW in identifying abandoned vehicles. DCRA is responsible for all activities on private space. DPW is responsible for all activities on commercial and public space. This issue will be jointly addressed through weekly CORE Team meetings.	Ongoing
2409	Launch a public campaign on neighborhood cleanliness that includes regular neighborhood cleanups.	Cluster-wide, especially in Ivy City, Langston Dwellings, and Trinidad	DCRA	9278	DCRA will work closely with the Mayor's Neighborhood Services Program to develop such a campaign.	Ongoing
			OCCC	10093	OCCC is working with DPW to develop some public service announcements for DC Cable. OCCC will also support this initiative through the neighborhood engagement component of the Adopt-a-Block program.	FY2003
			DPW	9279	Tools and trash bags for cleanups are available through DPW's Helping Hand program.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 3:

Cleanliness

OBJECTIVE 1:

Provide a cleaner, safer neighborhood through enforcement.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
2410	Publicize the alley and street paving schedules and the street re-striping schedule so that residents know when and how they are affected.	Ivy City	DDOT	7897	DDOT currently publicizes street construction activities by issuing public releases in the newspapers, on the Internet and through other public out-reach methods.	Ongoing
2411	Ensure that fast-food restaurants comply with cleanliness ordinances as they relate to trash containment and disposal.	Trash in yards of 1260 and 1215 Oren Street	DOH	7899	The Department of Health's food protection program will continue to inspect restaurants on schedule and on the basis of complaints generated.	On-going

Overview

While this Strategic Neighborhood Action Plan outlines and begins to address the key priorities identified by the neighborhoods in your Neighborhood Cluster, several other neighborhood initiatives are playing a major role in improving the quality of life in our neighborhoods. Those initiatives include the following:

Neighborhood Service Initiative (NSI)

The Neighborhood Service Initiative strives to find permanent solutions—not just quick fixes—for persistent problems in every Ward. To this end, the NSI, in partnership with residents and 13 District agencies, has identified persistent problem areas (PPAs) in the community. In most cases, when the Metropolitan Police Department has an active Police Service Area Plan (PSA Plan) or a Capital Community Plan, a PPA work plan was developed. The identified areas have recurring problems that need the cooperation and coordination of

many government agencies to ensure that they become clean, safe, and healthy neighborhoods. Through a Core Team approach, 13 government agency representatives come together weekly in each Ward to develop and implement work plans in an effort to mobilize, reclaim, revitalize, and sustain abatement of the problems in PPAs. *To learn more about this initiative, please contact Todd Douglas, Neighborhood Service Coordinator for Ward 5, at 202-576-8100.*

Transforming Schools Initiative (T-9)

In FY2001, DCPS selected nine schools to reconstitute and transform, including facilities, curriculum, and staffing. In FY2002, another set will be selected, as well as in FY2003. Several existing schools will serve as a pilot for the new “neighborhood places” model of coordinated, neighborhood-based social services being implemented by the District agencies. The T-9 schools in Ward 5 are the Noyes Elementary

School, which is located at 2725 10th Street NE, and the Phelps Senior High School, which is located at 704 26th Street NE. *Please contact Helen Flag at 202-442-5023 to learn more about this initiative.*

Home Again: Renovating Our City's Abandoned Properties

This initiative will promote the development of the District's vacant and abandoned properties by gaining site control of the properties and by selling them to developers, who will renovate them into new homes. The initiative will begin by gaining site control in five neighborhoods: Columbia Heights, Ivy City/Trinidad, Near Northeast, Rosedale, and Shaw. Then it will expand throughout the city. The initiative's goal is to provide at least 30% of the homes to low-income families. *Please contact Neal Drobenare at 202-727-3899 to learn more about this initiative.*

Other Neighborhood Initiatives

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Partnership for Problem Solving

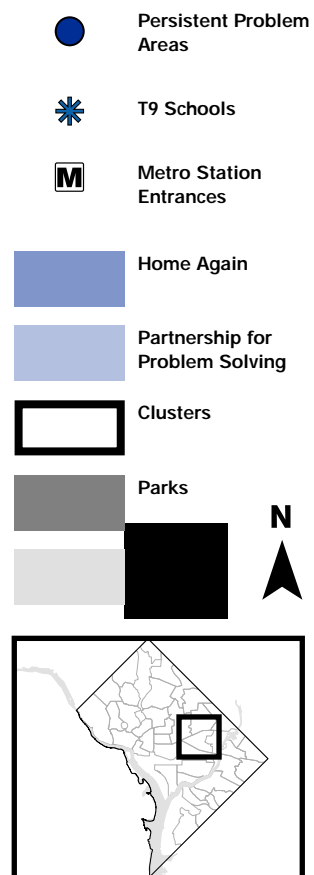
Police Lieutenants are working in partnership with the community and other stakeholders to address local public safety problems. They are developing plans specific to Police Service Areas (the geographic units that the police have implemented in the city) to facilitate the collaborative problem-solving process and to address public-safety issues. Strategies that have been developed focus on addressing offenders, victims, and locations and consist of three types of approaches: focused law enforcement, neighborhood partnership, and systemic prevention. *Please contact Ann Russell at 202-727-1585 to learn more about this initiative.*

Transit-Oriented Development (TOD)

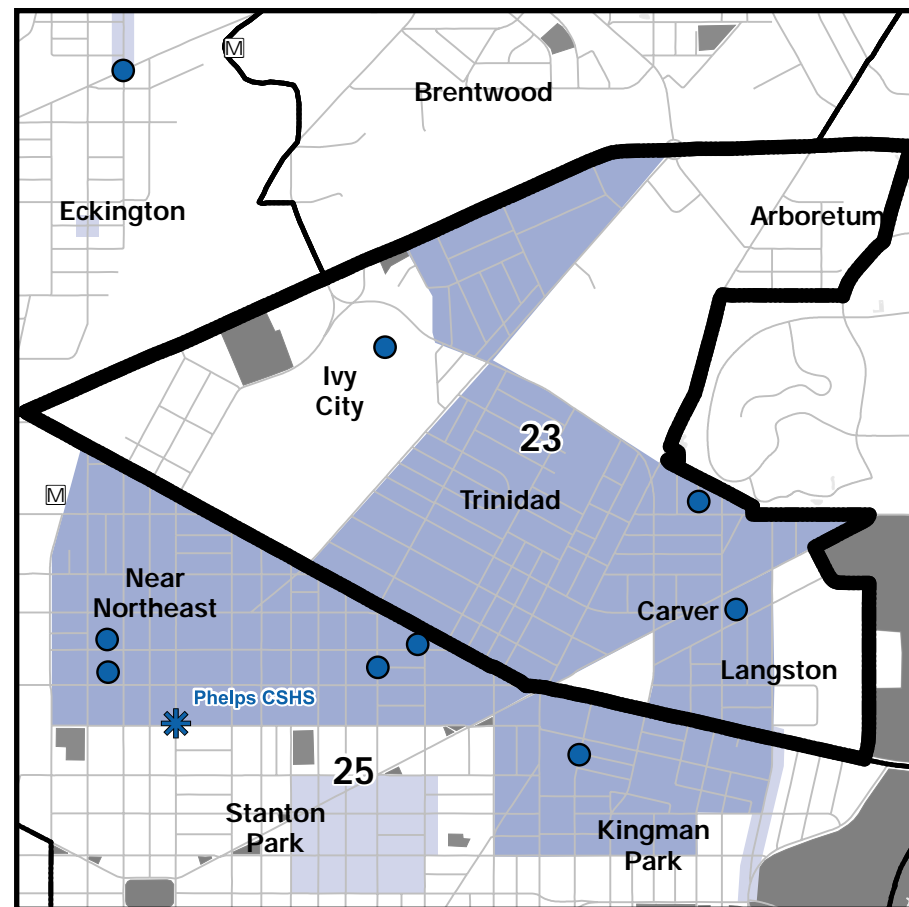
TOD is a land use strategy to accommodate new growth, strengthen neighborhoods, and expand choices and opportunities. TOD capitalizes on bus and rail assets to stimulate and support vibrant, compact, diverse, and accessible neighborhood centers within walking distance of transit. TOD is a strategy that allows for a rich mix of uses—residential, retail, and work places—at densities that are appropriate for the neighborhood. *Please contact Karina Ricks at 202-442-7607 to learn more about this initiative.*

In many instances, the issues addressed in the SNAPs directly link with other neighborhood initiatives, thus creating synergy in areas that will receive substantial public and private resources.

The Neighborhood Initiatives map on the following page depicts the above-mentioned initiatives that are located in your Cluster.



Neighborhood Initiatives in Cluster 23



Your SNAP is a living document, not just a plan collecting dust on a shelf. In fact, a number of activities are currently under way to ensure that the priorities highlighted in this document are addressed. The following are examples:

Progress Updates to Your SNAP

The Office of Neighborhood *Action* is monitoring the status of projects with District agencies. A status update meeting will be held in each Ward twice a year to share with residents the progress of the commitments.

Implementation of Citizen-Driven Actions

The success of this plan depends on a strong partnership among District agencies, other agencies, businesses, community development corporations, the faith community, and you. To find community partners to help implement citizen actions, the Office of Neighborhood *Action* will be making contacts in your Cluster. You are strongly encouraged to take the initiative, to pull people or groups together, and to champion one of these actions. Please contact the Office of Neighborhood *Action* (at 202-727-2822) to learn where you might be able to help.

Role of Your Neighborhood Planner

Your Neighborhood Planner, Deborah Crain, will be responsible for implementing several actions in this Ward. During this coming year, she will continue to work with DDOT to develop a traffic study for Ward 5, to assist DPR in identifying additional community partners to provide space for recreation programs, and to assist with implementing the Home Again initiative to reduce the number of vacant and abandoned properties in your neighborhood.

What Happens
Now

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The Strategic Neighborhood Action Plans were built heavily on past and present plans and documents that have been developed by your neighborhood and the city. For your reference, we have listed a number of relevant plans and documents for your area. Many of these plans are accessible on the Neighborhood *Action* website at <www.neighborhoodaction.dc.gov> or at your local library.

Reference Materials

Plan:	Date Completed:	Plan Development Led by:
Ward 5 Plan	1998	DC Government, DC Office of Planning
City-Wide Comprehensive Plan	1998	DC Government, DC Office of Planning
DC Municipal Regulations Planning and Development Ward 5	1995	DC Office of Documents and Administrative Issuances
A Strategic Economic Development Plan	1994	DC Government, Office of Economic Development
Cluster 23 Databook	Winter 2001	DC Government, DC Office of Planning
Cluster 23 Visioning Workshop Summary Report	Summer 2001	DC Government, DC Office of Planning
Cluster 23 FY2003 Citizen Budget Guides and Worksheets	March 18, 2002	DC Government
Affordable Housing Briefing Document	October 6, 2001	DC Government
Neighborhood Revitalization Strategy		DC Government, Department of Housing and Community Development
Carver Terrace		Telesis Corporation

Action Plan Partner Abbreviations

ABRA	Alcoholic Beverage Regulation Administration	DMCYF	Deputy Mayor for Children, Youth, Families, and Elders	NSO	Neighborhood Stabilization Officer
CAH	Commission on Arts and Humanities	DMH	Department of Mental Health	NTHP	National Trust for Historic Preservation
CBO	Community-Based Organization	DMPED	Deputy Mayor for Planning and Economic Development	OCA	Office of the City Administrator
CDC	Community Development Corporation	DMPSJ	Deputy Mayor for Public Safety and Justice	OCC	Office of Corporation Counsel
CFSA	Child and Family Services Administration	DMV	Department of Motor Vehicles	OSCC	Office of the Clean City Coordinator
DBFI	Department of Banking and Financial Institutions	DMO	Deputy Mayor of Operations	OCFO	Office of the Chief Financial Officer
DCFD	DC Fire Department	DOC	Department of Corrections	OCP	Office of Contracting and Procurement
DCHA	DC Housing Administration	DOES	Department of Employment Services	OCTO	Office of the Chief Technology Officer
DCHFA	DC Housing Finance Authority	DOH	Department of Health	OLBD	Office of Local Business Development
DCMC	DC Marketing Center	DPR	Department of Parks and Recreation	OP	Office of Planning
DCOA	DC Office of Aging	DPW	Department of Public Works	OPM	Office of Property Management
DCOP	DC Office of Personnel	EMA	Emergency Management Agency	OTR	Office of Tax and Revenue
DCPL	DC Public Libraries	EOM	Executive Office of the Mayor	OZ	Office of Zoning
DCPS	DC Public Schools	FEMS	Fire and Emergency Medical Services	PSA	Police Service Area
DCRA	Department of Consumer and Regulatory Affairs	FHA	Federal Housing Administration	TCC	Taxi Cab Commission
DDOT	District Department of Transportation	IGO	Inspector General's Office	UDC	University of the District of Columbia
DHCD	Department of Housing and Community Development	MPD	Metropolitan Police Department	WASA	DC Water and Sewer Authority
DHS	Department of Human Services	NCRC	National Capital Revitalization Corporation	WCCA	Washington Convention Center Authority
DISR	Department of Insurance and Securities Regulation	NPS	National Park Service	WMATA	Washington Metropolitan Area Transit Authority
		NSC	Neighborhood Service Coordinator	ZAC	Zoning Advisory Committee
		NSI	Neighborhood Service Initiative	ZC	Zoning Commission

Your District Representatives

Anthony A. Williams
Mayor

Kelvin Robinson
Chief of Staff

John Koskinen
City Administrator

Council of the District of Columbia

Linda W. Cropp
Council Chair

Jim Graham, Ward 1

Jack Evans, Chair Pro Tempore / Ward 2

Norma Broadnax, Chair, Advisory
Neighborhood Commission (ANC) 5A

Kathleen Patterson, Ward 3

Adrian Fenty, Ward 4

Rhonda Chappelle, Chair, ANC 5B

Vincent Orange, Ward 5

Sharon Ambrose, Ward 6

James D. Berry Jr., Chair, ANC 5C

Kevin Chavous, Ward 7

Sandra Allen, Ward 8

Harold Brazil, At-Large

David Catania, At-Large

Phil Mendelson, At-Large

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Deputy Mayor, Operations

Ellen McCarthy
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